Public Service Commission

Plan for 2014-15

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Government of Saskatchewan

Statement from the Minister

The Honourable
Nancy Heppner
Minister Responsible for the
Public Service Commission

The Government's Direction and Budget for 2014-15 are built on the principle of *Steady Growth* to support a continued focus on sound economic growth and shared prosperity.

I am pleased to present the Public Service Commission's Plan for the upcoming year. This Plan enables our clients to deliver on Government's goals for 2014-15, through client-centered human resource solutions.

In my role as Minister Responsible for the Public Service Commission, I look forward to working with the public service this year as the ministry strives to optimize the centralized delivery model to provide client service excellence.

The 2014-15 Plan has embraced the priorities of a renewed public service and a commitment to implementing changes to achieve positive results throughout the organization.

I will continue to work to further Government's commitments while ensuring the Public Service Commission is managed with integrity and professionalism, with a focus on Government's corporate values and principles.

I will report on the progress made toward this Plan, within the financial parameters provided, in the Public Service Commission's 2014-15 Annual Report.

Government of Saskatchewan

Response to Government Direction

The Government is committed to establishing Saskatchewan as the best place to live, work and raise a family.

In October 2013, the first progress report on the *Saskatchewan Plan for Growth – Vision 2020 and Beyond* was released. Saskatchewan's growth is strong and steady. As Saskatchewan continues to move forward, the Government will support growth in 2014-15 through investing in people and needed infrastructure, encouraging economic growth, and through sound policy and financial decisions.

Saskatchewan's Vision

"... to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."

Sustaining growth and opportunities for Saskatchewan people	Meeting the challenges of growth	Securing a better quality of life for all Saskatchewan people	Delivering responsive and responsible government

Government's vision and four goals provide the framework for ministries, agencies and third parties to align their programs and services to these priorities and meet the needs of Saskatchewan's citizens.

All ministries and agencies will report on progress in their 2014-15 annual reports. This supports Government's commitment to keep its promises and ensures greater transparency and accountability to the people of Saskatchewan.

Mission, Strategies and Actions

Mission Statement

The Public Service Commission (PSC) provides client-centered human resource solutions to enable the public service to meet the needs of Saskatchewan citizens.

The Public Service Commission provides human resource solutions to support our clients to deliver on Government's goals

Strategy

Partner with clients to ensure an inclusive, engaged, productive public service

Key Actions

- Provide tools and advice to assist ministries to improve employee engagement.
- Begin implementation of the Enterprise Learning Management System (LEARN) to enhance employee access to learning and development.
- Provide ministries with flexible solutions to strengthen the employee staffing process.
- Guide the development of a Corporate Health and Safety Plan, which supports ministries to effectively manage health and safety risks.
- Provide corporate support to enable ministries to continue to build an inclusive workforce.

Strategy

Partner with clients to improve organizational performance

Key Actions

- Provide ministries with tools and resources to embed the vision and values of Government's "Commitment to Excellence."
- Provide targeted supports to enhance leadership and management skills across government that will successfully drive Public Service Renewal.
- Facilitate the implementation of best practices to enhance overall employee performance and accountability.
- Develop a framework to guide the renewal of strategic human resource policy.

Strategy

Strengthen the Public Service Commission to provide client service excellence

Key Actions

- Determine core business and continue program review to improve client services.
- Optimize the centralized delivery model to provide client service excellence.
- Enhance payroll and benefit administration to improve client service.
- Implement the PSC's "Commitment to Excellence" action plan.
- Proactively assess and address workplace health, wellness, and safety risks within the PSC.

Performance Measures

Measure

Workforce Representation by Diverse Employee Groups

Percentage workforce representation by diverse employee groups	2008-09	2009-10	2010-11	2011-12	2012-13	SHRC* Targets
Aboriginal Persons	11.6%	11.8%	12.0%	11.8%	11.7%	13.1%
Persons with a Disability	3.1%	3.1%	3.0%	3.0%	2.9%	9.7%
Visible Minority Persons	3.5%	3.6%	3.7%	4.2%	4.3%	3.8%
Women in Senior Management	40.1%	37.9%	40.0%	42.4%	40.0%	47.0%
Women in Middle Management & other Management positions	37.5%	39.1%	39.0%	40.7%	42.0%	47.0%
Youth	13.4%	13.0%	12.8%	13.7%	13.3%	n/a

Source: Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2009 to 2013
**Targets are set by the Saskatchewan Human Rights Commission*

Measure Description

This measure reflects Government's ability to attract and retain a workforce representative of Saskatchewan's population, including Aboriginal persons, persons with a disability, visible minority persons, women, and youth into the public service.

The percentage of Aboriginal persons, persons with a disability, and women in senior management positions decreased slightly. The percentage of youth within the public service decreased from 13.7 per cent in 2011-12 to 13.3 per cent in 2012-13. Youth recruitment and retention continues to be a priority for the public service because of the increasing number of retirements that are anticipated over the next decade. As of March 2013, 13.3 per cent of all employees and 7.0 per cent of permanent full-time employees were under 30 years of age, compared with 25.8 per cent of the entire employed provincial population.[1]

The percentage of each diversity group[2] is calculated by dividing the number of employees who have voluntarily self-declared within a diversity group (or more than one), by the total number of employees within all assignments in the Saskatchewan public service as of March 31, 2013. For youth, employees under 30 (1,563) are divided by the total number of employees as of March 31, 2013 (11,730).

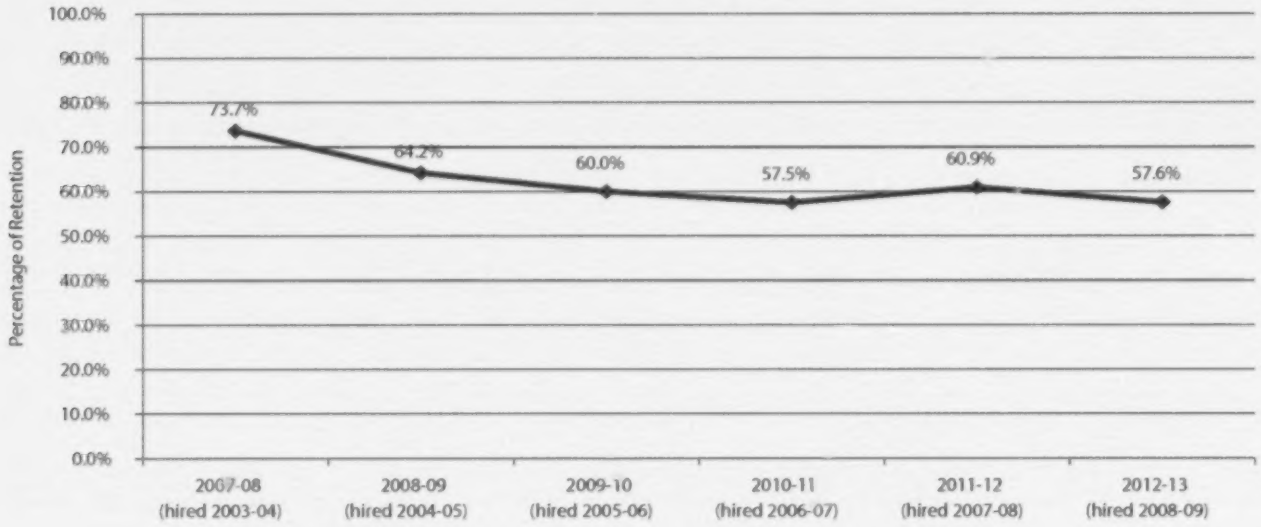
[1] *Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2013; CANSIM Table 282-0001: Labour Force Survey Estimates, March, 2013, Statistics Canada (including employees and self-employed persons).*

[2] *The number of employees in permanent full-time, permanent part-time and non-permanent active assignments, plus the number of employees in active and non-active labour service assignments within a particular diversity group, is divided by the total number of employees within all assignments as of March 31, 2013. A prorated headcount mechanism is used to count employees, where each assignment is given a weight of one divided by the total number of assignments a particular employee holds.*

Photo Credit: Tourism Saskatchewan, Greg Huszar Photography, Jones Peak, near Eastend

Measure

Four-Year Retention Rate of New Permanent Full-Time Employees in the Saskatchewan Public Service



Source: PSC Human Resource Information System, March 2004- 2006; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007 - March 2013.

Measure Description

The retention rate measures the rate at which the public service retained new, permanent full-time employees over a four-year period and provides insight into the quality of workplace policies and practices, organizational culture, and leadership within the public service. The retention rate helps to measure two public service strategies: the extent to which the public service is able to both retain a professional workforce and create a work environment that supports employee engagement.

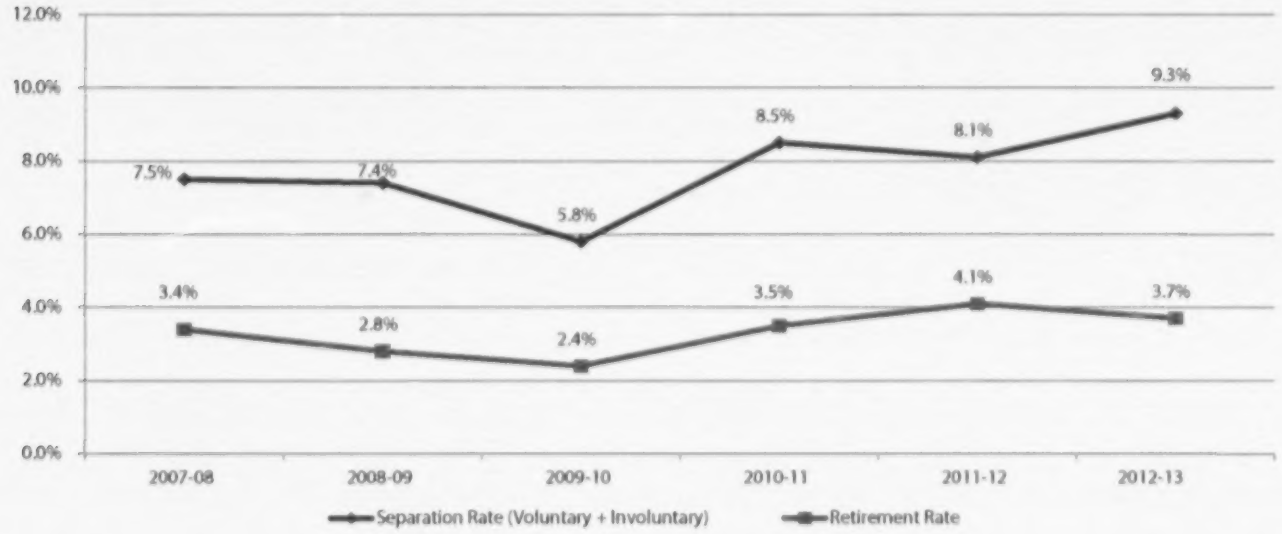
Over the past year, the retention rate has decreased from 60.9 per cent in 2011-12 to 57.6 per cent in 2012-13. There will be a continued focus on initiatives to improve this trend.

This measure is calculated by dividing the number of retained permanent full-time employees (163) for a four-year period (2009-13) by the number of employees hired (283) within the first year of the four-year period (2008-09). A new employee is a new hire with no previous government experience, or one who is returning to work after a break in service of over 180 days.

Photo Credit: Enterprise Saskatchewan, Greg Huszar Photography, Mosaic Belle Plaine site

Measure

Employee Separation Rate



Source: Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2009 to 2013.

Measure Description

The employee separation rate measures the percentage of permanent full-time employees who leave the public service for voluntary or involuntary reasons. This helps to measure two public service strategies: the extent to which the public service is able to both retain a professional workforce and create a work environment that supports employee engagement.

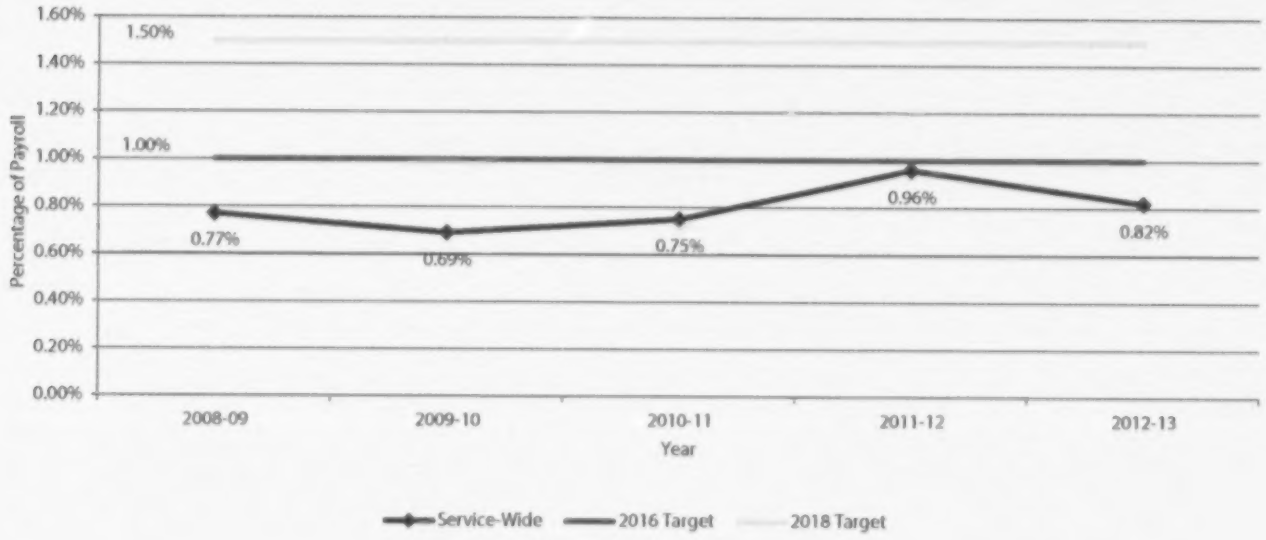
The separation rate for 2012-13 increased significantly to 9.3 per cent from 8.1 per cent in 2011-12. There was a decrease in the number of permanent full-time retirements from 344 in 2011-12 to 310 in 2012-13.

The permanent full-time separation rate measure is calculated by dividing the number of permanent full-time employees who left the public service (778) by the total number of permanent full-time employees (8,349).

Photo Credit: Ministry of Environment

Measure

Percentage of Payroll Spent on Direct Learning and Development



Source: Ministry Financial Reports, March 2009 to 2013

Measure Description

This measures the amount Government spent on training its employees as a percentage of straight-time annual payroll. The measure provides insight into investment in education, training, and development for employees and helps to measure the success of the strategy to drive organizational performance.

Higher public expectations on services and changing program, policy and service delivery models require employees with the right skills and knowledge to effectively perform the work that needs to be done. Maximizing existing employee skills and increased investment in learning and development will assist in engaging employees and keeping their skills current.

In 2012-13, on average the Saskatchewan government invested 0.82 per cent of payroll on learning and development. This investment is lower than the 0.96 per cent investment in 2011-12, however, slightly higher than years prior. In 2014-15, the Public Service Commission will continue to support employees to be successful in their roles by providing internal development opportunities, e-training, on-the-job training, mentoring opportunities and corporate development options to move toward the 1.0 per cent target for 2015-16.

Financial Summary

2014-15 Estimates	(in thousands of dollars)
Central Management and Services	5,502
Employee Service Centre	11,373
Corporate Human Resources and Employee Relations	3,312
Human Resource Client Services and Support	14,489
Total Appropriation	**34,676**
Capital Asset Acquisitions	-
Non-Appropriated Expense Adjustment	1,500
Total Expense	**36,176**

FTE Staff Complement	**295.1**

For more information, see the Budget Estimates at: http://www.saskatchewan.ca/budget

Percentage of Total Expenditures for 2014-15

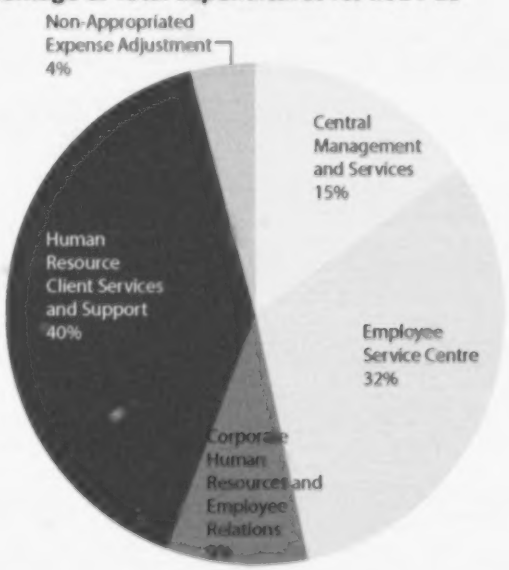

Non-Appropriated Expense Adjustment 4%
Central Management and Services 15%
Human Resource Client Services and Support 40%
Employee Service Centre 32%
Corporate Human Resources and Employee Relations 9%

Photo Credit: Saskatchewan Watershed Authority, photo by Vicki East, Rafferty Reservoir

Highlights

2014-15 Budget Highlights:

- Begin implementation of the Enterprise Learning Management System (LEARN) to enhance employee access to learning and development.
- Support ministries to effectively manage health and safety risks through the development of a Corporate Health and Safety Plan.
- Provide ministries with tools and resources to embed the vision and values of Government's "Commitment to Excellence."
- Develop a framework to guide the renewal of strategic human resource policy.
- Optimize the centralized delivery model to provide client service excellence.

For More Information

For more information on the Ministry's programs, please visit the Ministry's website at http://www.saskatchewan.ca/government/boards-commisions-and-agencies/public-service-commission.

Front Page Photo Credits

Canola and flax fields	*Biking, Narrow Hills Provincial Park*	*Over the Hill Orchards*	*Saskatchewan Legislative Building*
Photographer, Charles Melnick	*Greg Huszar Photographhry*	*Greg Huszar Photographhry*	*Greg Huszar Photographhry*

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